



The City of Lynchburg, Virginia

City
Manager's
Office

TO: City Council

FROM: L. Kimball Payne, III, City Manager
Bonnie Svrcek, Deputy City Manager

SUBJECT: City Council Retreat

DATE: August 19, 2004

Attached is the final agenda and other materials for your annual City Council retreat scheduled for the afternoon of August 24th and the morning of August 25th at Alumni Hall at Lynchburg College. Alumni Hall is the building on the left as you enter the Campus from Lakeside Drive.

Please bring your copy of the Citizen Survey Results to the retreat.

Attire for the retreat is business casual.

Thank you.

Attachments

c: Leadership Team
Patricia Kost, Clerk of Council

REPORT CARD

August 2004

Lynchburg City Council Vision, Success Factors and Tasks

*(based on August 2003 Retreat and October 2003 Work Session
approved by City Council at November 25, 2003 Work Session)*

Lynchburg 2020: Working together, we will be a progressive community shaped by new ideas and solutions, a skilled and innovative workforce, and citizen leadership - all distinguished by responsible and traditional values, involvement, education, new technology, and quality citizen services.

As a City government, we will be on the cutting edge of change, providing a clear vision and the driving force to produce:

<i>Stable, productive, inspired families</i>	
<p>We will recognize the importance of families. We will succeed by having families who are stable, well-educated, and fully employed in jobs that produce ample family income. Families in our community will be more healthy, more involved, more responsible, and inspired by a vision for the future. As government leaders, we can encourage this vision of the family by achieving more success in economic development strategies, ensuring a model educational system, and continuing to build a superior community environment.</p> <p>To be successful we will:</p> <ul style="list-style-type: none"> • Focus on prevention vs. intervention 	
Task list	Status/Accountability/Recommendation
<ul style="list-style-type: none"> ▪ Define risk factors for families; Increase protective factors to reduce risk factors for families 	<p>Status: Youth Survey completed 6/30/2003. Accountability: Human Services (Trent)</p>
<ul style="list-style-type: none"> ▪ Define measures of how the City focuses on prevention vs. intervention 	<p>Status: Need to set timetable. There is a lack of resources to dedicate to prevention activities. Staff focus has been on Healthy Neighborhoods initiative which is related. Accountability: Human Services (Trent)</p>

<i>A superior education community</i>	
<p>We will be a model learning community - one that integrates all components of education to provide our citizens with knowledge and skills to compete in an ever-changing work environment. We will lead by ensuring that our educational system is one of the best in Virginia at teaching students such basics as reading, writing, and quantitative skills to achieve their full potential. We will encourage the family's vital role and positive involvement in education, and offer lifelong learning opportunities for all citizens.</p> <p>To be successful we will:</p> <ul style="list-style-type: none"> • Ensure selection of the best possible School Board 	
Task list	Status/Accountability/Recommendation
<ul style="list-style-type: none"> ▪ Provide opportunities for open/honest/unrestricted discussion between the School Board and City Council; topics for discussion include: <ul style="list-style-type: none"> - Defining “superior education community” - Clarifying School Board/City Council roles and responsibilities - Improve the quality of public education so that more citizens choose to send their children to public schools. - Discuss the proposed traditional school with the School Board - Identify the top ten issues with the School Board - Discuss non-budget issues with the School Board - Define the roles and responsibilities of families. • Incorporate the importance of School Board selection into the City Council orientation process. 	<p>Status: City Council met with the School Board during the budget process; City/School Leadership Team meetings were held monthly; members of City Council conducted separate interviews of School Board candidates; traditional school concept discussed with City Council. It is suggested that Council consider interviews of future School Board candidates as a body.</p> <p>No progress made re: definition of “superior education community”, identifying the top ten issues with the School Board, and defining the roles and responsibilities of families.</p>
<ul style="list-style-type: none"> ▪ Coordinate various efforts for maximum impact: greater collaboration on joint services (purchasing, human resources, fleet, financial services, etc.) 	<p>Status: Significant work done in moving towards joint health insurance and discussions occurring regarding procurement opportunities.</p>

<i>Dynamic economic development center</i> <i>(Areas of emphasis: Downtown, Increased real estate value)</i>	
<p>We will be a vibrant, economic development center. We will ensure our economic success and produce business and job opportunities for all by attracting research and development facilities, expanding our manufacturing base, and becoming a significant player in the global market. The collective resources of the region must be harnessed to determine future trends and to develop a strong, progressive, highly technological economic base, assuring a heightened quality of life for our families.</p> <p>To be successful we will:</p> <ul style="list-style-type: none"> • Continue to focus on business retention • Maintain and expand airline service • Encourage greater private activity (Downtown) • Celebrate accomplishments (Downtown) • Publicize incentives (Downtown) 	
Task list	Status/Accountability/Recommendation
<ul style="list-style-type: none"> ▪ Market the telecommunications capabilities in the City 	Status: Study underway with Region 2000
<ul style="list-style-type: none"> ▪ Explore ways for the City to be the focus of future job growth in the region (health care, technology, service, industry) 	Status: Development of an Economic Development Strategic Plan would be the next step. Planning session with the IDA is planned for September to be followed by a joint meeting of City Council and the IDA.
<ul style="list-style-type: none"> ▪ Partner with Centra Health 	Status: Periodic discussions have been held regarding Centra Health's expansion plans, the Cross Town Connector and other matters of mutual interest.
<ul style="list-style-type: none"> ▪ Continue discussions with Campbell County regarding a Joint Industrial Park at the airport 	Status: MOU approved by both governing bodies. Four meetings have been held with monthly meetings scheduled. Anticipate having a proposal for a permanent arrangement by Fall 2005.
<ul style="list-style-type: none"> ▪ Market Downtown to lenders and real estate agents 	Additional information required from City Council Status: Data base of space available downtown has been developed through a cooperative effort of Lynch's Landing, the Economic Development Office and Community Planning and Development. Accountability: Lynch's Landing (Proffitt), Economic Development and Communications and Marketing (Martin)

<ul style="list-style-type: none"> ▪ Promote small businesses locating Downtown (Downtown) 	Status: see above Accountability: Lynch's Landing (Proffitt) and Communications and Marketing (Martin)
<ul style="list-style-type: none"> • Explore opportunities for a small business loan program 	Status: This opportunity already exists through the Business Development Center. Economic Development staff is exploring opportunities through the center and alternatives. Accountability: Economic Development
<p><i>A community environment second to none (Areas of emphasis: Public Safety, Infrastructure-adequacy of buildings, streets, bridge maintenance, repairs, capital improvements)</i></p>	
<p>We will create a vibrant sense of community spirit among our citizenry. A sense of belonging and unlimited opportunity will keep and attract citizens who will play vital roles in economic growth, education, recreation, and community life. Active neighborhood involvement and citizen leadership will produce thriving, attractive, safe neighborhoods where all citizens are committed to work together as a community to meet the challenges which will face us. We will enhance and preserve the City's historic heritage and promote new development that is aesthetically pleasing. Housing in the City will meet the diverse needs of its citizens and be maintained in a manner that promotes the long-term stability of our neighborhoods. As the core city of the region, Lynchburg will have a well-maintained, state-of-the-art infrastructure that supports progressive development and the quality of life expected by our citizens. It will offer opportunities for the enjoyment of life - a place we can be proud to call our home.</p> <p>To be successful we will:</p> <ul style="list-style-type: none"> • Focus on area plans • Improve housing appearance through zoning and code enforcement 	
Action Items	Status/Accountability/Recommendation
<ul style="list-style-type: none"> • Focus on the appearance of City gateways and major commercial corridors. 	Status: New signage installed at gateways to Downtown. Wayfinding signs installed. Accountability: Public Works (McNabb) Community Planning and Development (Flynn)
<ul style="list-style-type: none"> ▪ Recreation facilities: Progress of Senior Center on Wiggington Road Provide regular reports to City Council regarding facilities and conditions and status of playing fields 	Status: Senior Center is nearing completion. Reports have not been provided. Accountability: Parks and Recreation (Frazier)

<p><i>Responsive, effective local government (Areas of emphasis: Boards and Commissions, Fiscal Responsibility, Excellent core services, Fight unfunded mandates)</i></p> <p>To be successful we will:</p> <ul style="list-style-type: none"> • Promote adequate staffing and retention • Encourage volunteerism on Boards and Commissions • Ensure adequate communication between Council and various boards and commissions. 	
<p>Action Items</p>	<p>Status/Accountability/Recommendation</p>
<ul style="list-style-type: none"> ▪ Provide annual reports to City Council using a standard format (Boards and Commissions) 	<p>Status: Council requested a review of Boards and Commissions with a database identifying the name of the Board or Commission, the purpose, and identification of its recent activities; database complete and available on Lotus notes Accountability: Clerk of Council</p>
<ul style="list-style-type: none"> ▪ Send Planning Commission and Historic Preservation Commission minutes to City Council (Boards and Commissions) 	<p>Status: Ongoing Accountability: Community Planning and Development (Flynn)</p>

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We will recognize the importance of families. We will succeed by having families who are stable, well-educated and fully employed in jobs that produce ample family income. Families in our community will be more healthy, more involved, more responsible and inspired by a vision for the future. As government leaders, we can encourage this vision of the family by achieving more success in economic development strategies, ensuring a model educational system and continuing to build a superior community environment.

To be successful we will:

- Focus on prevention vs. intervention

Dynamic economic development center (Areas of emphasis: Downtown, Increased real estate value)



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A superior education community



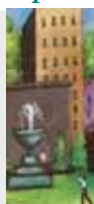
We will be a model learning community - one that integrates all components of education to provide our citizens with knowledge and skills to compete in an ever-changing work environment. We will lead by ensuring that our educational system is one of the best in Virginia at teaching students such basics as reading, writing, and quantitative skills to achieve their full potential. We will encourage the family's vital role and positive involvement in education, and offer lifelong learning opportunities for all citizens.

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- Ensure selection of the best possible School Board
- Coordinate various efforts for maximum impact: greater collaboration on joint services (purchasing, human resources, fleet, financial services, etc.)
- Incorporate the importance of School Board selection into the City Council orientation process.

A community environment second to none

(Areas of emphasis: Public Safety, Infrastructure-adequacy of buildings, streets, bridge maintenance, repairs, capital improvements)



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region, Lynchburg will have a well-maintained, state-of-the-art infrastructure that supports progressive development and the quality of life expected by our citizens. It will offer opportunities for the enjoyment of life - a place we can be proud to call our home.

To be successful we will:

- Focus on area plans
- Improve housing appearance through zoning and code enforcement

Responsive, Effective Local Government

(Areas of emphasis: Boards and Commissions, Fiscal Responsibility, Excellent core services, Fight unfunded mandates)

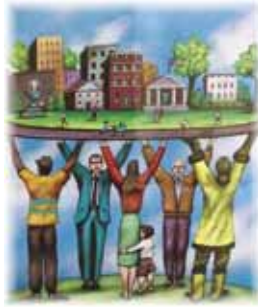


Realizing that government cannot provide all the solutions, we will be a responsive, effective government that brings together all parts of our diverse community and regional resources that enable citizens to address the priorities and challenges of the future. Lynchburg City government will support and enable the above vision through excellent performance of traditional local government functions, with functional innovations as may be embraced by City Council through its goals.

To be successful we will:

- Promote adequate staffing and retention
- Encourage volunteerism on Boards and Commissions
- Ensure adequate communication between Council and various boards and commissions.

Adopted January 23, 2001, Revised November 25, 2003



OUR MISSION

Responsive, effective local government

As a City government we agree that these vision principles will guide our decision making and actions to better serve the community.

We will:

1. Act in a manner that is trustworthy, helpful, courteous, thrifty and courageous.
2. Pursue efficient and effective use of all resources.
3. Ensure accountability for results.
4. Be responsive to citizens and engage the community.
5. Cooperate and collaborate across internal, political, geographic and public/private boundaries.
6. Look to the future and explore new and more efficient ways to meet the needs of the community.
7. Seek out and address root causes of problems and issues.

PROJECTS, ISSUES, ACTIVITIES WITH SIGNIFICANT CMO INVOLVEMENT

(* indicates priority identified by City Council. Italics indicates new information.
Strikethrough indicates completion or closure.)

6/1/2004

Finance & Budget

- Purchasing/procurement reinvention: goals include standardized forms and contracts, consistent, organization-wide policies and procedures, reasonable small purchase procedures and maximization of joint purchasing opportunities with School Administration and other entities; identification of stakeholders and timetable for implementation to be complete by October 1, 2002; October 1 goal not met; additional focus needed; draft manual prepared, meetings held with stakeholders and feedback compiled; manual and processes under revision; meeting held Nov. 03 to discuss procurement and management of capital projects, including architectural and engineering services; draft procurement manual prepared and under review; *no progress since 1/1/04.*

Human Resources

- Health Insurance Procurement: an RFP will be issued for health insurance; issues will include possible procurement with schools, unbundling pharmacy services, and further consideration of the regional coalition; *joint RFP issued with Schools and resulted in multiple proposals for medical and dental coverage; proposals being analyzed with a recommendation expected in July.*

Information Technology

- GIS: attention needs to be given to full implementation across all departments. In spite of previous efforts, additional focus is required; GIS will continue to be led by Public Works Engineering with budget and management responsibility; a GIS Advisory Team has been reconstituted and IT is supporting the effort; still working to ensure full representation from all stakeholders (esp. Public Safety) and to advance the goal of one basic GIS for the entire City; will continue to evaluate whether or not this management structure is appropriate to achieve the desired outcomes; a recommendation to transfer GIS management responsibility to the IT department is included in the proposed IT Strategic Plan update; Police and LynCom need to be integrated into GIS functions and should no longer operate with independent geographical information; *plan to procure a consultant to benchmark GIS program and suggest opportunities for enhancement and broader enterprise application.*
- I.T. Strategic Plan Update: update of the plan (first developed in November 2000) is in progress; consensus needs to be developed on

appropriate I.T. strategies for the City; draft plan completed and Leadership Team briefed; goal is to receive and discuss comments and finalize the plan with selected objectives by March 1, 2004; *Council briefed 3/23/04.*

Council/Committee/Staff Relationships, Processes

- Periodic reports from Committees, Commissions & Boards appointed by Council: Museum Advisory Board scheduled for November work session; State Code calls for annual report of Planning Commission; City Code calls for annual report by Airport Commission; need to discuss with Council its desire for annual reports from other groups appointed by Council; discussed with Council during retreat; a standard format for periodic reports will be developed; *no progress since 1/1/04.*

Downtown/riverfront Development

- Implementation of the Downtown (Sasaki) Plan*: Ninth Street improvements first phase under construction at Jefferson and Ninth Streets; completion scheduled for ~~August~~ October 2002; property at the northeast corner of Ninth and Jefferson acquired; work at intersection mostly complete and is now proceeding up Ninth Street from Jefferson to Commerce with completion expected by May 2003; weather delays have pushed completion date to late July; Ninth Street improvements completed (except for street trees) up to Main Street; work has commenced from Main to Church St.; merchant interest in restoring two-way traffic on Main and Church Streets has prompted staff review of the situation; Council will be briefed on preliminary analysis in February; hiring a consultant to further explore the matter is recommended; *Ninth Street improvements and Monument Terrace renovations will be complete in July 2004; visit by consultant to discuss two-way traffic on Church and Main Streets planned for mid-June..*
- Parking strategy for downtown: Parking Authority has met and will examine its authority under State Code and opportunities; parking is increasingly becoming an issue as more activity locates downtown; a parking structure will need to be seriously examined within two years particularly in the 9th & Jefferson Streets area; owners of the Wachovia Building have expressed an interest in discussing a parking deck as there will be inadequate parking if the building is fully leased out; parking is still a growing issue as more residential development and increasing visitation occurs; the draft CIP for FY 2005-09 includes additional structured parking; *no progress since 1/1/04.*
- Academy of ~~Music~~ Fine Arts: property transfer and utility relocation financing approved by Council; meeting held with Director of Operations to understand status of project; utility relocation complete; further construction pending fund raising efforts; programming will continue with a

more modest schedule next year; Council toured academy November 2002, Academy Board will focus on restoration of old theatre; discussions underway regarding a possible merger of Academy of Music with Fine Arts Center; have been advised that work on the relocation of utilities in the old Sixth Street corridor north of Main Street will commence in the near future, expect announcement of merger as early as August; merger of the Academy of Music and the Fine Arts Center into the Academy of Fine Arts completed and intention stated to ultimately move all activities downtown; sale of Fine Arts Center to Centra Health subject to a tight timeline altered plans with a new focus on completing the studio theatre and associated facilities by July 1, 2004; Council granted \$1.2 million towards the effort with \$1 million still to be raised by the Academy; construction has commenced on the Price Clements building and Fine Arts Center will be vacated by July 1, 2004; *no fundamental change since 1/1/04, construction and fundraising continue.*

- Bluff Walk; parking and related issues: Council agreed in committee to provide parking to support the project; met with HUD reps to discuss financing; need to prepare and sign MOU or some other agreement re. Parking; 11/6 PDC agenda; PDC agreed to sale or lease of lot on Commerce Street and lease on Jefferson Street; 12/11 agenda item; documents in development for sale of lot on Commerce Street and lease on Jefferson St.; staff continues to work with developer and HUD to understand terms and condition of grant and loan; developer working with bank on loan terms; a new consultant has been hired for the project and the plans have been reduced to a more realistic scope; plans include a highly rated restaurant; discussions continue regarding financing; loan commitment received from state Department of Small Business Assistance; full financing in place; work ongoing to finalize documents; parking issues need to be finalized; HUD loan and EDI grant paperwork finalized, first draw received on loan; project is under construction with completion expected April 2004; 1/1/04 project still under construction with scheduled opening delayed by condition of buildings and financing challenges; *work continues while project remains about \$1 million short of financing necessary to include a restaurant; developer has a line on New Market Tax Credits which will require Council to adjust terms of the HUD loan to promise not to foreclose (if necessary) for seven years to capture full tax credits..*
- Intermet Foundry Site; brownfield redevelopment: Intermet contacted; no interest in selling; willing to lease if City procures additional insurance; options being explored with DEQ; Planning staff met with attorney for Intermet in June to determine their interest in selling or donating the property; awaiting a response; *no progress since 1/1/04.*
- Riverfront improvements until CSO completion (5-10 years): volunteer work on amphitheater underway (since suspended); attempting to ensure coordination with City staff and Lynch's Landing; anticipate that there will be something to share with Council late spring; riverfront survey

- underway; Council will be briefed on a proposal for interim landscaping on the riverfront 9/24/02; Amazement Square in discussion with Parks & Rec. for proposed skateboard park adjacent to switching tower property; survey is complete; work on riverfront fountain at foot of Ninth Street progresses; viewing area needs to be addressed; Council agreed to partner with Amazement Square on the skateboard park; improvements (grading, sod, irrigation, and curbing) to the open area on Jefferson Street initiated; despite significant weather delays, project is nearing completion: skateboard park project underway by Amazement Square in partnership with Rotary Club; initial site clearing done; work on riverfront fountain continued through the summer and fall of 2003 with frequent delays due to high water preventing completion of in-river components; now expect completion in the spring/summer of 2004; work substantially completed in open area on Jefferson Street with placement of sod the major remaining task; *Riverfront Park area completed with dedication planned for June 19; work on parking lot around Depot Grille restaurant to commence this summer; work on fountain to be completed prior to August 1.*
- Discussions with CSX & Norfolk Southern about better riverfront access: toured riverfront with senior representative of CSX, follow-up letter sent in May 2003 expressing City's wishes; *contact initiated with Norfolk Southern.*
 - Sale or lease of City-owned properties: proposals received and recommendations made to Council on three properties on Jefferson and riverfront; authorized to schedule public hearing for sale of N & W Depot Building; building sold, renovation completed and building occupied; sale of signal tower to Amazement Square completed; Pride of Virginia building under option; option has since expired; discussions underway with CSX for donation of east half of Pride of Virginia Building; CSX has confirmed that they will donate the building to the City to avoid penalties for building code violations; paperwork being completed on donation of Pride of Virginia Building from CSX to the City; Council authorized the sale of 1100 Church Street to John Cesafsky for apartment development; *transfer of Pride of Virginia building to City completed and RFP issued to determine private interest in the building.*

Community Planning & Development

- ~~Code Enforcement Taskforce (CMO representation?);~~ *City Manager will attend meetings as appropriate; regular attendance not necessary; issue closed 6/1/2004.*
- Fifth Street Redevelopment: to be the focus of one of the first revitalization area plans prepared following adoption of the new Comprehensive Plan; City Planner working with 5th Street CDC to develop area plan; proposal in work to seek consultant assistance in writing plan; draft scope of work developed; anticipate request from the CDC for Council to provide funds

to hire consultant; *Sympoetica* hired to assist in plan development; stakeholders charette held to explore options for redevelopment.

Public Works

- Water/Sewer Master Plans: slow progress on Water Master Plan; consultant's draft report under review; considering expansion of scope; amended scope drafted, discussed with consultant and negotiations regarding cost commenced; consultant is preparing revised Water Master Plan report, which is expected shortly; Water Master Plan has been completed by the consultant; presentation to PDC is scheduled for February; a Sewer Master Plan is scheduled for FY 04; Water Master Plan presented to PDC in February 2003; work on the Sewer Master Plan is behind schedule with a draft now anticipated in the second quarter of CY2004; *delayed indefinitely for possible inclusion in the development of a Strategic Sewer Asset Management Plan; RFP for this larger effort to examine current and future issues related to the utility systems planned for issuance this summer.*
- Combined Sewer Overflow; James River Interceptor: negotiations ongoing with CSX; visited Secretaries of Natural Resources and Finance to encourage the inclusion of matching funds in the state budget; \$2.35 million in FY02 Federal appropriations; no funds included in state budget to match federal grant; Council will be updated on this program during the May work session; update was provided to Council at May work session; recently received a response from CSX indicating several sections of the proposed interceptor are unacceptable as designed; work will continue to resolve difference; Council briefed by legal counsel on CSO program September 3, 2002; the City may receive approximately \$1M in Federal funding in FY 03; City staff met with top level State officials including the Secretary of Natural Resources in November but State funding this year is very unlikely; staff and a consultant have investigated alternatives for the current alignment of the James River Interceptor project; prior to a final recommendation, an internal inspection of the sewer is necessary; a contract for this work will be presented to Council in February; the City will receive approximately \$867,000 in Federal grant assistance in FY 04; a contract for the inspection work was awarded however work did not begin until June due to spring rains; initial inspection showed a large amount of silt in the interceptor; a separate contractor has begun silt removal; while a final estimate is not yet available, it appears that removal of all silt will be very expensive; staff is looking into what can be done to reduce silt buildup in the future; the inspection of most of the line (including all critical sections) has been completed; removal of silt in major portions of the James River Interceptor has been completed; this will need to be an annual activity; *consultant engineer hired to do preliminary design work on alternative alignment for submission to CSX..*

- Solid Waste Refuse Collection and Recycling Contract Renewals: current contract for collection by Public Works extended for one year; updating five year plan and conducting a rate study; rate study and proposal to move from a decal system to a utility based system presented to Council April 9, 2002; implementation schedule under development; recommendations were presented to City Council and changes in commercial rates were approved; changes to residential collection and fees were deferred until after public information meetings in September; the five year plan was submitted to the State and the public meetings were held in September; Council decided to change to an automated collection system; Council also made tentative decisions regarding funding for these programs; in January there will be further discussion regarding the size of cans and method(s) of fee collection; staff will evaluate the recycling program in the first quarter of 2003; implementation of modified solid waste programs is scheduled for October, 2003; Council adopted revised plan, necessary Code amendments and appropriated funds for purchase of carts and public information campaign; new program fully implemented with fees to go into effect January 2004; collections contract has expired as of 06/30/03; rebidding this service needs to be discussed; staff presentation on recycling program planned for January; there will be ongoing discussions with regional localities regarding long-term solid waste management planning; *presentation made to Council 2/24/2004 and minor changes (elimination of glass recycling, initiation of corrugated recycling, and baling plastic) approved for implementation October 1, 2004; presentation on evaluation of new collection process planned for June.*
- Sale of City Utility Services to Counties; contract renewals: Bedford County PSA has agreed to contract extension of one year to bring all contracts with counties onto same schedule with renewal date of 2005; all localities notified of City's intent to renegotiate contracts, timetable for the process needs to be developed; initial conversations held with counties including Appomattox which now shows an interest in purchasing water from the City; Council briefed on the issues involved and provided guidance to staff; discussions with the counties will proceed with plans to complete by July 1, 2004; *initial meetings held with counties but the process is behind schedule; staff analyzing several options for presentation to Council in the near future.*
- Crosstown Connector: City staff plans to meet with VDOT in the near future to discuss the possibility of flexibility regarding the scope and schedule of this project; additional stakeholders will be involved in the near future; City staff met with VDOT and made a presentation to City Council regarding the project; it was decided that the Phase 1 and Phase 2 projects will proceed as planned; public hearing held on Phase 1 design June 17, 2003; pedestrian safety and on-street parking among the issues raised; engaged in initial conversations regarding possibility of utilizing the Public Private Transportation Act or the Public Private Education Facilities

and Infrastructure Act to speed up the projects; there should be more public discussion regarding on-street parking and overall design and functionality of the road; continued to explore the PPTA/PPEA approach including meeting with VDOT Commissioner in Richmond and staff of VDOT District Office; preparing PPTA/PPEA Guidelines for Council adoption in January/February; Phase I is behind schedule six to eight months due to design issues; *PPTA/PPEA Guidelines approved by Council 7/2/2004; significant design issues still exist; Council will be asked to make final decisions on some design issues.*

- Old Graves Mill Road: meetings held with stakeholders and new traffic study completed; alternative to relocate Old Graves Mill Road to roughly the original alignment was the clear choice of the stakeholders and was supported by the traffic study; PDC briefed and work will proceed with design of that alternative; some work will be done on the Old Graves Mill Road/Mill Ridge Rd. intersection to improve the alignment; additional funds will need to be identified for construction; *design work underway, anticipate construction to start Spring 2005.*

Human Services

- Museum System: Courthouse Museum, accreditation, Riverviews Annex: met with Museum Advisory Board 9/21/01; report and presentation to City Council planned for November work session; structural evaluation report on Old Courthouse received and cost estimates prepared for inclusion in report to Council on 11/27/01; funding included in FY03 Budget to relocate staff and artifacts from Old Courthouse Museum during renovation; work programmed into CIP; museum staff and storage of artifacts will relocate to Business Development Center by November 1st while renovation of Historic Courthouse proceeds; Courthouse closed to the public on September 3rd; exhibits will be moved to Bragassa's on 12th Street and reopened to the public in late September; use of Federal and State Historic tax credits being explored; Council will receive an update on the restoration at the work session on 9/24/02; detailed design documents completed for review in January 2003; out to bid in March 2003; work to be completed by the end of December 2003; also proceeding with the plan to secure legal services/syndicator for the Federal/State Historic Tax Credits; due to questions from contractors, the bid documents were recalled and further review conducted on the plans and specifications; selective demolition will be undertaken through separate contract and plans will be revised and rebid in July with construction expected to take from October 2003 to May 2004; legal counsel retained to prepare documents for utilizing tax credits with the cooperation of the IDA; documents setting up the legal structure to take advantage of historic tax credits were signed December 10, 2003; construction delayed again due to structural issues with the building; plans were revised and bids opened in December 2003, limited weight bearing capacity of the second floor will preclude the placement of offices and files on this level; staff will develop a

plan for an alternative, permanent location for offices, files and exhibit storage downtown prior to completion of building renovations; *Lynchburg Landmark Partners, LP has secured a buyer for the state historic tax credits, C.L. Lewis and Co., Inc. was awarded the bid for courthouse rehabilitation, construction has commenced and should be complete by late October 2004.*

Parks & Recreation

- Baseball Stadium: conceptual approach approved by all; Council briefed; 9/25/01, staff authorized to bid stadium lights separately with goal of installation completed by April 2002; consultants' visit 9/27/01; consultant report to Council 10/23/01; staff directed to proceed with completion of project design in preparation for bid and development of agreement between City and LBC; installation of lights completed; contract documents being revised with bids to be received July '02 with construction to commence after baseball season ends; draft agreement with LBC to be completed by mid-May; MOU prepared and approved by both LBC and Council, project bid and construction contract approved by Council 9/10/02; construction project is underway but approximately 2 months behind schedule; staff is working with contractor and LBC to assure best arrangements for first two months of baseball season; food processing equipment has been ordered; directional signs to Stadium will be modified (completed); contract with Ms. Merritt-Hutchinson nullified in November 2002; Request for Proposals for a consultant to market naming rights and skyboxes is being drafted; construction continues despite weather delays; decision made to include additional sky boxes and stadium seating; meeting held with CEO's of selected businesses to discuss naming rights and other fund raising and promotional opportunities; CEO's not interested in naming rights but might be interested in promotions; new dugouts and addition of ~~roof amenity~~ *outfield fence* added to the contract; construction is nearly complete with an open house planned for March 27, 2004 and opening day scheduled for April 9, 2004; *construction substantially complete as planned, attendance reported up 66% from 2002; some discussion underway about the possibility of adding four more skyboxes—issue closed 6/1/2004.*
- Allen-Morrison Site: Council briefed on opportunity, staff authorized to commence acquisition activities; Banker Steel consulted as partner on Schenkel property; verbal offer made on Schenkel property; engaging a firm to prepare preliminary master plan for the site; closing on sale of Schenkel property pending completion of Phase II environmental study, planned for early May; agreement reached with Banker Steel to purchase part of Schenkel property; three conceptual plans being finalized for presentation to Council; IDA has deeded any interest in the property to the City; plans will be prepared to clean up and secure the site; will hold public hearing in February to condemn property and clear title; will contract to

secure buildings with possible demolition of two buildings; B&G will utilize metal shed for mulch storage, City may use the largest metal building for auction items, applied for Brownfield grant funding from EPA; the City has completed the acquisition of the property and has received bids to demolish the buildings that are in the worst condition and to secure the remaining buildings; a meeting was held on July 15 to discuss the property and what further steps need to be taken; staff to meet with VDEQ Brownfields Coordinator to discuss possible state assistance with site assessment; discussions continue with DEQ and EPA; considering participation in EPA "One Cleanup" program to officially close out the site; *DEQ advised that the site has an active permit and is subject to closure action, staff consulting with legal counsel to determine a course of action.*

Economic Development

- Strategic Plan: undertaking development of an Economic Development Strategic Plan; *no progress since 1/1/04.*

Public Safety

- Terrorism Preparedness & Response/Homeland Defense: new issue; multiple activities since September 11; efforts underway to organize long term City and regional structure to address changed environment; EOP updated; training conducted with Leadership Team; LPD and LFD participating in state and national initiatives; no funds for Homeland defense have been provided from the state or federal government other than reimbursement for activities at the regional airport; LPD presence at the airport expected to continue indefinitely; LPD presence at the airport reduced as of May 31 due to changing federal requirements and discontinuance of reimbursement; discussions with TSA regarding security recommenced around a proposal for TSA to reimburse the airport for on site security employed by the airport utilizing part-time, retired law enforcement officers; details remain to be resolved; some federal funds are now finding their way to the local level with several grants received or applied for; utilization is primarily for equipment; threat assessment completed and forwarded to state Office of Emergency Management; *conditions for the receipt of future grants will require the development of a coordinated incident management system in the City, approach and timetable for this effort are under development.*
- Staffing and Pay Issues in the LPD: higher than normal turnover in last 12 months suggests the need to examine the situation further and to develop both short and long range strategies; succession planning for upcoming retirements is also an issue; resource issues will constrain efforts; turnover continues due to retirement and officers seeking other opportunities; information on known future turnover requested for succession planning; LPD pay committee working on compensation philosophy and pay proposal; during its August 2003 retreat Council directed that a plan addressing pay adjustments for sworn officers in the LPD be presented for

implementation January 1, 2004; numerous discussions and significant staff work followed; plan presented to Council November 25, 2003 for sworn officers and LynCom and civilian employees of LPD; final appropriation included funds for sworn officers only with a commitment to look at civilians and LynCom as part of the FY05 Budget process; reaction of Fire Department employees suggests the need to consider their situation as well using the Compensation Philosophy as a guide; *funds to address LynCom and civilian employees of the LPD approved by Council 5/25/04—issue closed.*

- Firefighter Pay: *working to develop and approach similar to that applied in the LPD, some funding set aside for Firefighters utilizing HB599 payments in FY 2005.*
- Level of service standards for LPD: addressing staffing issues will require clearer definition of desired service levels and willingness to pay; plan to engage the International Association of Chiefs of Police to perform a staffing analysis of the LPD; anticipate that funds will come from asset forfeiture or block grant monies; *no progress since 1/1/04.*
- Lynchburg Fire & EMS 2015 Plan: *department will conduct an analysis of fire and EMS response data and perform a community infrastructure inventory to forecast future emergency response system requirements and recommend changes in facility locations and staffing to meet established standards of coverage, estimated completion date January 05.*
- Gangs and Safe Neighborhoods: Safe Neighborhood Summit held September 23, 2002; plan is to develop a task force of all interested stakeholders and to address a comprehensive and long term approach to dealing with the issue; Special Assistant for Safe Neighborhoods appointed in December 2002; Criminal Justice Work Group continues to meet and share information; individuals identified to serve on Task force Steering Committee identified and will be invited to serve; Steering Committee and Coordinating Committee formed and meeting on a regular basis; information sharing among members of the Criminal Justice Work Group has been enhanced through computer networking; LPD and State Police, working together in the CRASH Project, have made numerous arrests for drug and gang activities with a resulting decrease in street violence and overall crime; LPD Crime Prevention Unit has implemented a Gang Prevention Program in schools; group will work with Lynchburg College on a City gang assessment and outreach; gang violence and crime in general were at low levels through the summer and fall of 2003; Criminal Justice Work Group continues to meet quarterly and targeted activities against gangs are still being undertaken; City staff involved with neighborhood issues met to celebrate accomplishments and discuss next steps; plan is to develop measurable and achievable goals possibly focused as a pilot project in one neighborhood to develop a sustainable program; *although there are still concerns regarding illicit drug use and distribution and continuing youth violence and crime, crime statistics remain at historically low levels, LPD and other public safety groups will*

continue with efforts in this area, Safe Neighborhoods initiatives will be given a separate heading in this report and will be retitled as "Healthy Neighborhoods"—this issue closed 6/1/04.

- LPD Survey Issues: City Manager attended all roll calls and met with other LPD work groups; press conference held and summary of survey results released September 2002; group of interested volunteers formed to meet with Manager and Chief and discuss issues resolution; three meetings held, committees established to work on firearms training, promotional process and compensation issues; first two committees have completed their work and proposals have been implemented; Chief's Advisory Council formed to keep lines of communication open; all-department training held to improve understanding of a number of broad issues; City Manager will attend roll calls again to receive comments; comments received at roll calls indicated that the situation was showing improvement and that the focus was shifting to staffing and pay; new weapons were issued and training conducted on their use; new promotional process was utilized for latest round; feedback is generally more positive; will plan to resurvey the force, utilizing the same instrument, to validate perception of improvement; *no activity since 1/1/04.*

Miscellaneous

- Healthy Neighborhoods: *A group of stakeholder department heads have been meeting with Albert Jennings to define a mission for this effort and develop objectives, they are also working to define the characteristics of a healthy neighborhood to assist in issues identification and the identification of a pilot neighborhood and to provide measures of success.*
- Benchmarking/Performance Measurement/Service Delivery Standards Pilot*: summer interns researched the issue and prepared a report suggesting an approach to performance measurement; work will continue with intern in the fall; will pilot a program in two departments, Fire and Finance; Deputy City Manager will continue this effort as time allows; Internal Audit assisting in developing a pilot program; *no progress since 1/1/04.*
- Joint Efforts with Schools (fleet, health insurance, parks, etc.)*: discussed at joint City Council/School Board meeting 10/23; commitment to serious investigation of opportunities in this area needed for it to progress; City Manager has taken responsibility for this initiative; will work with School Superintendent to identify opportunities in areas such as IT and finance; *small group of procurement staff has worked to identify joint purchasing opportunities, City and Schools issued joint RFP for health and dental insurance.*
- First Cities: attended several meetings of managers and legislative liaisons; efforts endorsed by elected officials at VML Conference in October; City Council representative (Hobbs) to policy committee appointed; First Cities legislative positions incorporated into City Council 2002 Legislative Agenda; press conference held after General Assembly

- session; work continues to seek allies and get the message out; School Superintendents and Board Chairs briefed; Bylaws and Joint Powers Agreement in preparation; Public Information program prepared and approved by Council; proposals for state revenue enhancement being shared in various forums; Council Member Dodson appointed to replace Mr. Hobbs; First Cities activities continued with announcement of additional budget cuts and opening of the 2003 session of the General Assembly; First Cities activities continue with focus on education funding, development of an urban policy for the Commonwealth, and a strategic plan for the organization; attended two meetings in October/November 2003 to develop a strategic plan for First Cities; participating in small group exploring staffing options; *City Manager elected to Executive Board (Treasurer) and will participate in hiring Executive Director.*
- City Hall Space Needs Assessment; it has become clear that changing circumstances have made the assessment less useful; plans are underway to move the Treasurer from the Galleria into the ground floor of City Hall, to expand Planning and Inspections and redo the employee break area on the second floor, and to move Internal Audit to the third floor in concert with a redesign of the space layout for the Financial Services Department; renovations completed for Lead program and inspectors in Planning which included renewal of the employee break/lunch area; plans to relocate Internal Audit and renovate/reconfigure the offices of Financial Services expanded into a major project to be added to the proposed CIP for FY2005-09; *major project deferred due to escalating cost, commenced renovation of limited space on third floor for Internal Audit, Treasurer to take space vacated by Internal Audit.*
 - Airport Minimum Standards: new minimum standards to eliminate conflict between City Code and standards adopted in 1993 are being developed with presentation to Council planned for early 2003; initial draft prepared and reviewed by City Manager; will be shared with Airport Commission and referred to committee in January; draft minimum standards reviewed by committee and public hearing held; comments compiled and will be reviewed by committee; expect standards to be endorsed by Airport Commission and forwarded to City Council in early fall; new minimum standards were endorsed by the Airport Commission in October 2003 and forwarded to the FAA for comment before presentation to City Council; *draft minimum standards were approved by the FAA with only minor suggestions for improvement, amendments made by Commission and the standards will be forwarded to Council soon.*
 - Centra Health Issues: discussions held with Centra Health regarding tax exempt status of properties and possible renewal of payment in lieu of taxes agreement that expired June 30; awaiting a proposal from Centra; *proposal received, discussed and modified; will discuss with Council in closed session during January 27, 2004 work session; Council suggested taking a reactive rather than proactive approach, have recently been approached by Centra CEO to reopen discussions.*

- Enterprise Zone Renewal: application for renewal of downtown zone submitted; the City was one of 20 applicants for five zones; awaiting Governor's decision; *an announcement is expected in the near future.*
- Towing Policy: Towing Advisory Board appointed by Council December 16, 2003; City Manager will meet with City staff appointees to discuss goals and approach to revising the existing towing policy and procedures; *Towing Advisory Board has held several meetings and has prepared recommendations that will be discussed with the City Manager prior to forwarding to Council, significant stakeholder interest in the matter.*
- Airport Industrial Park: MOU with Campbell County approved by Council; issue discussed with Campbell County Board of Supervisors during dinner meeting December, 18, 2003; planning committee will meet to develop an approach; issue may overlap with suggestions to form a regional airport authority; *two meetings have been held discussing mostly background information, group will continue to meet monthly.*
- Lynch's Lofts (now known as City Market Lofts): Developer was awarded an EDGE loan December 2003 essentially completing the financial package; indicates plans to finish design and commence construction in spring 2004; City will have a financial obligation to meet upon completion of construction; *project on schedule to start construction in July 04.*
- Results Oriented Government: meeting of key leaders held to reinstate the process; small groups identified to work on the following focus areas: Natural Environment, Built Environment, Arts & Culture, Workforce Development and Process Improvement, Safe Neighborhoods, Economic Development, Educated Community, and Stable Families, consistent with Council's vision; the plan is to have the small groups conduct an environmental scan and identify two or three achievable, measurable objectives in each focus area for presentation to Council at its annual retreat; *other than Healthy Neighborhoods, progress has been prevented by budget deliberations.*

Future Issues?

- Regional Airport Authority
- Housing Policy
- Renewal of FBO agreement at the airport
- Cable TV Franchise
- Breezewood Drive Location decision
- Results of the Citizen Survey
- Revision of Rental Inspection Ordinance due to General Assembly amendment to enabling statute
- Adoption of Regional Blueway/Greenway Plan
- College Lake Renewal
- James River Tributary Strategies

Previously Completed

- ~~Fiscal Planning~~: position in City Manager's Office eliminated; responsibilities will be shared between CMO and Financial Services
- ~~Managed Vacancy Program~~: implemented 6/1/01; progress will be monitored quarterly
- ~~Carter Glass Building Renovations~~: complete
- ~~Telecommunications Management~~: reallocated position from CMO to dedicate individual to management of telephone system (6/01); individual hired
- ~~Strategic Leadership Team Retreat~~: scheduled for September 25; held
- ~~City Council Retreat~~: scheduled for October 2; held
- ~~Neighborhoods~~: department reorganized to provide greater neighborhood focus
- ~~Transportation (coordination with Public Works, VDOT & Council)~~: not a measurable task
- ~~Process for the Approval of Traffic Rules~~: insignificant; resolved
- ~~Transportation (see Planning)~~: not measurable
- ~~Hire new Director~~: initial interviews held; two finalists identified for follow up interview with larger group of stakeholders in late August; follow up interview conducted, offer made and accepted; new director started 10/29
- ~~Regional Issues~~: deleted; specific issues will be addressed separately
- ~~Define Core Services*~~: discussed at SLT retreat; further discussion planned for discussed at Council retreat 10/2; services essentially defined; working on tie in to mandated services report
- ~~Support services for operational departments; centralized or decentralized? (autonomy of core businesses)~~: deleted; philosophical issue
- ~~Key Leaders Forums~~: deleted; meetings are ongoing on a quarterly basis and are focusing more on specific issues
- ~~Review land use program issues (roll back taxes; assess penalty policy issues)~~: Council briefed 10/23 and guidance given to staff; records have been corrected and property owners notified; penalties will not be assessed
- ~~Communications and Marketing Plan~~: Council received progress report 10/23
- ~~Budget Process Enhancements*~~: training conducted for 150 employees; enhancements incorporated into FY03 Budget proposal; further improvements will be considered after feedback from stakeholders; although marked complete, further enhancements will be considered annually as an ongoing process
- ~~CIP Process*~~: proposals received from departments and interviews conducted; presentation to Council in November; CIP document completely revised in FY03 Budget proposal; past appropriations, except for those needed for FY02, rescinded by Council 4/9/02; new CIP will be

adopted coincident with adoption of FY03 Budget; document and process will be subject to annual review and enhancement as appropriate

- ~~Single Credit Card/automated detail processing~~: vendor selected; authorization to sign contract will be requested of Council; policy for use of card in development and will be finalized prior to issuance of new cards; policy drafted; training and distribution of new cards is underway
- ~~Revenue Enhancement Team~~: team has had initial five (5) meetings and has developed a list of potential enhancements to be investigated; suggested priorities included in FY03 Budget message.
- ~~Pay for Performance Pilot~~: resources appropriated in FY02 Budget for one time award for exemplary performance; HR Partnership Board developing a proposal for implementation in June 2002; program suspended due to resource needs and pending implementation of performance management.
- ~~Performance Management/Citywide Evaluation System~~: employee task force is reviewing and refining citywide performance management tool; target implementation date, January 2002; policy and tools developed; employee information sessions delivered; training held April 25 and 30, 2002; evaluations to be completed by August 15, 2002.
- ~~Agenda Process~~: under discussion; new format and process reviewed with SLT and planned for implementation Feb. 1, 2002; completed.
- ~~Standardized Report Format~~: development of new format has commenced; new format developed; presentation to Council planned for November work session; presented and implemented.
- ~~Legislative Agenda~~: revised agenda discussed during Council retreat, presented during 10/23 Council meeting and scheduled for adoption on 11/27; adopted and transmitted to General Assembly delegation; Council debriefed after session.
- ~~Outreach to Development Community; development review process~~: several meetings held with representatives of development community both of a general nature and project specific; TRC procedures amended to improve efficiency and effectiveness; new Economic Development Director also involved; outreach will continue as appropriate
- ~~Utilities Director~~: deferred creation of separate Utilities Department; position will be filled as a division head within Public Works; position filled.
- ~~GIS—where should it “live” to deliver the most value? Development of a strategic plan with goals, objectives, and priorities; cost implications~~: under discussion; resolution planned by 12/1; GIS will stay under Public Works Engineering; efforts will continue to ensure that GIS resources are responsive, consistent, and available to all City departments
- ~~Technology Zone~~: adopted by Council March 26 2002.
- ~~City Organizational Structure (needed for Chart of Accounts)~~: new org chart in development; completed and included in FY03 Budget document.
- ~~On-line payment for services~~: Complete. Process enabled for real estate taxes and personal property taxes. Plan to add parking tickets later this

year and utility bills after the Utility Billing software release is applied later this year.

- ~~Imaging~~: implemented in Commissioner of the Revenue's Office; further application will require an additional staff position; FY03 budget request was not funded.
- ~~Internal Audit function and follow-up*~~: discussion underway to shift focus to more of a management analysis and improvement role based on risk/opportunity assessment; ordinance amended 8/29/02 to reflect performance of process reviews and consulting engagements. This item is completed.
- ~~Contracts Management~~: will be addresses as part of the procurement initiative.
- ~~Operational Funding Formula for Schools*~~: information on past funding of schools as percentage of revenues and on a per student basis shared with Council; further work will require guidance from Council; review of this matter indicates that establishment of a formula in a school system that is static or shrinking rather than growing is problematic. This item will be deleted unless directed otherwise by Council. No other direction received.
- ~~Development of a Comprehensive Training Program~~: program underdevelopment; initial focus on Microsoft Office application training, supervisory training, and five-part basic employee behavioral training; Microsoft Office training delayed due to resource concerns; multi-part supervisory training developed; modules 1 and 2 (Foundations of Leadership and Performance Management) held April 25 and 30; module (Effective Communication) held June 19 and 20, 2002; employee behavioral training scheduled for Fall 2002; new modules of Legal Issues and Implementing Employment Policies and Practices are under development for delivery late fall 2002 and spring 2003; Microsoft Office training under development; IT Basics and Introduction to Graphics coordinated by HR and delivered by IT and Communications and Marketing scheduled for fall 2002; item will be removed with next report (01/01/03) as it has reached a level that will require only limited, if any, involvement from CMO.
- ~~Strategic Plan Implementation*~~: several infrastructure items completed (e.g., City Hall wiring upgrade, relocation of Network Operations Center, Notes R5 upgrade, Internet access upgrade, laser print migration, enterprise data backup system, WAN upgrade); others in progress (e.g., ~~laser print migration~~, enterprise data backup system, I.T. help support system); ~~WAN upgrade scheduled for summer '02, to include Schools~~; Permits & Inspections system to be replaced to provide e-government capability (RFP in progress). This item will be removed from this list as further work will require minimal input from CMO.
- ~~Project Approval~~: policy developed to require all large information technology projects to be evaluated by the I.T. Leadership Team before submission to the budget process for approval and resource allocation.

- Council Oversight/Staff authority: same issue as above; will work to better define relationship; delete
- Orientation of new members; ongoing projects: orientation of new Council member proceeding; work will continue to provide Council with periodic updates of ongoing projects
- Redistricting: Council has given tentative approval to redrawn ward boundaries; next step is to determine demographics and consult with Registrar; Registrar briefed 9/26; plan for public hearing December 2001; public hearing held March 12, 2002, ordinance adopted April 9, 2002 and information submitted to Justice Department. Notice of no objection, dated June 12, 2002, received from Justice Department.
- Main Street Program*: one year review completed; plan is to extend boundaries to include all of downtown; this will be an ongoing effort and can be removed from this listing
- Collaboration with Lynch's Landing: Partnership Committee created to coordinate City and Lynch's Landing activities; coordination between Lynch's Landing and City staff continues to improve; work on events planning and coordination underway; new events policy adopted by Council; effort will be ongoing
- Evaluation of Public Works Associate Program: review by internal PW committee underway; evaluation has been completed and changes made
- Existing Business Program: program developed and business visits commenced
- Centra Health Issues: 10 year lease signed for Blackwater Creek Natural Area; meetings held to address TDO transport issue; cost sharing of lake construction/sewer line relocation at Wyndhurst under discussion; proposal for TDO developed and implemented by Police Department; Council deferred funding of requested vehicle until additional meeting held with Sheriff; issue of cost sharing of lake construction/ sewer line relocation at Wyndhurst resolved; Centra remains very interested in Cross Town Connector and Atherholt Road extension; TDO issue resolved initially with responsibilities to be shared by LPD and Sheriff's Office; subsequently, Sheriff has agreed to take over all out of town TDO transports; Council appropriated funds for a vehicle for this purpose.
- Development of Common City-wide Employee Communications Tools: draft policies developed and disseminated to SLT for review and comment, complete
- Revised Chart of Accounts: approximately 20,000 accounts purged; work progresses on schedule; new account numbering scheme for base and detail accounts and account definitions are 80% complete; completed training by software vendor; consolidation and renumbering of base and detail accounts 80% complete; work has begun on fund, department, and sub-department account structure; conversion date established for weekend of September 20; groundwork complete, training on new COA accomplished, tests conducted and all is on track for 9/20 cutover; cutover successfully completed and new Chart of Accounts is operational.

- GASB 34 Compliance*: recordation of infrastructure in place through June 30, 2001 with original construction costs is complete; data entry into the fixed assets system expected to be complete by May 10; External auditor will begin shortly to convert FY 2001 statements to the new GASB 34 format prior to preparation of FY 2002 financial statements; CAFR prepared in accordance with GASB 34 guidelines; issue closed.
- Discuss possible revision/elimination of Not-for-Profit Funding policy: Council rescinded the policy at the November 2002 work session; agencies that have been funded in the past will be grandfathered into the Manager's Proposed Budget and agencies will be free to make a request to Council for funding to be considered in the annual budget process.
- Parking for Academy of Music, Holiday Inn Select: agreement reached between parties for one year until current HIS lease with City expires; lease will be renegotiated in the winter; meeting to discuss new lease held and draft of new lease planned for end of May; lease negotiated with new owners of HIS; awaiting signed copy; rehabilitation of parking deck scheduled in CIP; deal with new owners fell through; lease renegotiated with bank; advised of new potential owner who wants to tie deck to building for long term (franchise); franchise approved and signed; matter closed
- Riverviews; financing: multiple meetings held; working on terms of loan with bank and IDA; IDA indicated philosophical agreement; 9/25 Council adopted resolution supporting proposed financing plan; IDA briefed on Council action; updated construction costs and financials expected by December 1st; IDA, Council, and BB&T all committed to project, details of necessary commitments, agreements, etc. being worked out; meeting of all parties held April 24 to discuss various commitments; alternative support from City/IDA proposed and tentatively accepted; issue to be discussed with IDA May 10; alternate proposal approved by IDA and Council, bank issued commitment letter in June 2002; paperwork being finalized for closing by October 1, 2002; financing completed and closed and renovation is underway.
- Comprehensive Plan: have attended several Citizen Steering Committee (CSC) meetings; CSC is expected to forward draft plan to the Planning Commission in November; the Planning Commission and City Council will be asked to endorse the vision, goals and objectives in December with strategies and implementation plan to follow; vision goals and objectives endorsed by Planning Commission and City Council, plan undergoing final drafting; new schedule calls for Planning Commission action in June and adoption by Council in September 2002; Planning Commission approved plan in July and City Council adopted the plan on September 10, 2002.
- City Water Resources/Drought Contingency Planning: staff discussion held; presentation to Council during May work session; staff continues to closely monitor the situation and make necessary operational changes; the need for additional regulations was discussed at the Sept. PDC meeting; proposed ordinance ~~will be~~ was presented during 9/24 work

session; approved by City Council and program implemented; attention will now shift to monitoring possible state initiatives on water resource planning and management.

- ~~Artwork in the Circuit and Juvenile Courts~~: Bas relief in Circuit Court has been removed and holes in marble patched; staff is procuring seal to hang in the foyer; mural in the J&DR Court has been covered by framed flags. This matter is closed.
- ~~Wachovia Building (master lease expires 5/03)~~: have met with owner and broker; building is for sale; also being evaluated for cost of asbestos mitigation and ADA and fire code compliance; staff seeking other office space on the possibility that the building will be closed 5/03; building sold to group of local investors; ED Office will remain in present space
- ~~Deputy/Assistant City Manager~~: list of potential tasks under development; job description prepared; advertised and applications received; filling position deferred indefinitely due to fiscal situation.
- ~~Federal lobbying effort~~: initial meeting held to discuss opportunities; Reed Smith to investigate and report back; report received and shared with SLT 10/31; presentation to Council 11/27; Council asked for reference check and other proposals, two other firms contacted for proposals; matter deferred for consideration as part of FY03 Budget process; no funding included in proposed budget; matter revisited with Council after budget adoption; directed to plan on including funding for the effort in the FY04 Budget and to prepare an RFP for selection of lobbyist; City Manager discussed usefulness of hiring a lobbyist with Congressman Goodlatte who indicated it would be of limited use; Mayor/Vice Mayor (and all of Council by meeting notes) informed that this effort would be abandoned.
- ~~Project Grant Accounting~~: work underway coincident with Chart of Accounts; training by software vendor is complete; Implementation for CDBG fund planned for July with implementation for the City Capital Projects Fund to follow; implemented July 2002 for the CDBG Fund; work is underway to implement PGA for the City Capital Projects Fund with a target implementation date of May 31, 2003; initiative is complete and operational as of July 1 for City capital projects; financial history of active projects being entered; capital projects and grants from other funds will be added in the next phase; issue closed.
- ~~General Policy Development~~: work ongoing to revise current policies or develop new ones for consistency and equity; completed dress code, employment of relatives, tuition assistance, leave donation, compensation, code of conduct, performance management, direct deposit, and petty cash policies; amended workplace violence and take home vehicle policies; continuing work on paid time off, overtime, disciplinary process, holiday work policy and grievance procedures; while policy revision continues, further involvement of the CMO is expected to be routine and ongoing; this topic will be removed from this list..
- ~~Recruitment of minority employees~~: objectives for minority recruitment included in Human Resources Department's strategic plan; progress has

been made in the ability to track the distribution of applicant pools; greater diversity in selections remains a goal; although this will continue to be a focus point in the HR Department, involvement of the CMO will not be extraordinary.

- ~~Cable TV Franchise Renewal~~: citizen and staff focus groups and citizen survey are complete; technical evaluation of Adelphia complete; financial evaluation of Adelphia complete; revised CATV ordinance adopted by Council; franchise negotiations on hold pending outcome of Adelphia bankruptcy; City will join with other localities in VA and nationwide to protect public sector interests in the bankruptcy proceeding; Council will meet with Adelphia representative during January meeting and will be asked to affirm intent to postpone franchise renewal activities until bankruptcy is resolved; by mutual agreement, the franchise has been extended; Lynchburg now has a new Adelphia General Manager; a meeting was held on 7/9/03 to discuss franchise and service concerns with him.
- ~~Decision-making process & documentation~~: discussed at Council retreat; greater degree of comfort with documenting direction given during work sessions (recorded votes); effort will be undertaken to provide greater definition to both work session and committee purposes and processes; Finance Committee guidelines revised and adopted by Council; guidelines for Physical Development Committee adopted by Council; matter closed.
- ~~Implementation of Council Vision/Strategic Plan~~: discussed at Council retreat 10/2/01; priorities reviewed and updated; fiscal situation precludes major initiatives in FY03; to be reviewed and revised at Council retreat 9/17/02; priorities reviewed, baseline principles and focus areas established; plan and progress will be reviewed during Council's annual retreat; as this will become more of a routine matter, it will be closed on this list.
- ~~Human Services Relocation to J. W. Ould Building~~: preliminary design complete; limited partnership created for tax credits; meeting of stakeholders held; contractor selected; Council briefed on exterior design; property acquisition completed and transferred to the Housing Authority; lease proposal will be presented to Council 12/11; final interior and exterior designs submitted to DHR for approval (subsequently approved); specifications for furniture fixtures and equipment to be completed by December; all necessary transactions completed and renovation is underway and on schedule for spring 2003 occupancy; construction of addition to begin June 2002; construction underway and on schedule; RFP to be issued for adaptive reuse of cinderblock building on corner of Ninth & Jefferson; project is 80% complete, within original budget, and the move is scheduled to take place the second week of April; name and address at new location: Lynchburg Department of Human Services, 99 Ninth Street; project is complete except for punch list items; staff has successfully relocated; final financing package will be in place in the near

future; building dedication scheduled for August 25; project will be removed from this list.

- Inspections/Permits/Business License Software:
Evaluation/Purchase/Implementation: ~~on hold pending hire of new Chief Building Official;~~ with arrival of new official procurement is proceeding; committee formed and implementation beginning with revisions to addressing system; RFP issued and vendor selected; implementation planned for July 2003; completed and operational; issue closed.
- Tyreeanna/Pleasant Valley Neighborhood and Gateway Plan: kick off with neighborhood September 9, 2002; plan will be developed over the next year; community meetings and plan development have continued; will bring to Council work session in May; plan adopted by Council July 8, 2003.
- Property Management; tracking of leases, purchase and sale of property: database being developed; draft database has been developed, it is now being corrected and updated; database is current and will be maintained; matter closed.
- EPA Phase II Stormwater Management Regulations: ~~no action although deadline for permit approval is spring 2002;~~ deadline is actually March 2003; state DEQ has issued preliminary regulations; ~~staff is monitoring the situation and developing a planned approach;~~ work to develop a program will be combined with the grant funded initiative to develop a coordinated stormwater plan between the City and Bedford County; consultant ~~selection is underway~~ has been hired and is working with staff to develop the required plan; the plan should be presented to City Council in February; plan adopted by Council and permit issued to City by DEQ; this matter will move into the implementation, monitoring and reporting phase with no more than routine involvement of the CMO.
- Route 460 Water Line: meeting held with reps. from Campbell Co.; feasibility study will be updated and Council briefed; Council briefed 8/14 and staff authorized to proceed; study updated; design work is underway; June 2003 delivery date for water to Mt. Athos; water agreement with Campbell County will need to be amended; Appomattox expressing interest in purchasing water; meetings have continued; draft of agreement to be presented to Council in May 2002; Appomattox will not be included in this agreement; amendment was approved by Council; construction is scheduled to start in Oct; amended agreement was approved by Council; construction is underway and on schedule; additional costs have been incorporated into the FY 2004 Utility Rate Study; project is nearly complete; water connections have been made to Mt. Athos industries and regular service should begin in August; the matter is closed.
- Environmental Management System: implementation of full blown program deferred; internal review of operations and procedures to be conducted; no activity as of 1/1/03 due to the press of other matters; this will not be pursued due to a reasonable level of confidence in City's operations and procedures and higher priorities.

- Carriage House at Crossroads House: historic building evaluation completed by Travis McDonald, Director of Architectural Restoration at Poplar Forest; recommended stabilization of significantly historic structure; damaged tarp on roof replaced; vegetation removed and grounds cleaned; exploring potential reuse and funding sources; matter ~~has been~~ placed on Council's 9/24 work session agenda; after inspection of the building Council approved roof repairs/ stabilization in October 2002; contractor will begin roof repair work early February 2003, weather permitting; the Lynchburg Historical Foundation agreed to work with the City to develop a plan for the restoration and use of the building; roof repair is complete; floor plan options are under consideration; the Lynchburg Historical Foundation received a \$5,000 grant from the Community Trust for the project; future involvement of CMO will be limited to routine matters.
- Fire Department Strategic Plan; level of service standards: plan presented to Council 8/14; implementation underway with organizational changes made and Captains assigned areas of responsibility; Standard of Cover Committee preparing a Community Risk Profile, est. completion 7/02 (revised to 1/03); work also underway on EMS service delivery standards, master firefighter policy and certification pay program; Standard of Cover Committee has completed Community Risk Assessment and is evaluating the results to determine proper response standards; April presentation to Council planned; EMS delivery standards work continues with proposals under review by senior fire department staff; master firefighter and certification pay proposals complete and will be considered during FY04 Budget process; development of performance measures for implementation of the strategic plan are scheduled to be completed March 03; process will continue with minimal participation from City Manager's Office, item can be removed from this list.
- Lynchburg Lifesaving Crew: meetings commenced with members of the Lynchburg Lifesaving Crew to integrate, to the greatest extent possible their resources into the activities of the LFD under common certifications and protocols; work completed and procedures agreed to; full integration will commence March 1, 2003; successful implementation, work continues to ensure that the integration continues to work for the community; issue closed.
- Deer Management: situation researched and white paper with recommendations presented to Council; ordinance to allow bow hunting in the City adopted; ordinance and practices reviewed by Council; no major changes implemented; Early Urban Archery Season extended.
- West Nile Virus: infected birds and mosquitoes confirmed in the City; code enforcement staff stepping up efforts to control standing, stagnant water on private property; Public Works directed to address standing, stagnant water on city properties and rights of way; Communications & Marketing providing public information; efforts being coordinated with Health Department; West Nile Virus Control Plan developed by Buildings

& Grounds Director and endorsed by Council; first infected bird identified in summer of 2003.

- Jamestown 2007: staff looking into whether or not the City should participate in the 400 year celebration as a pilot community; guidance from Council will be necessary; Lynchburg has been identified as one of 20 "Pilot Communities" leading the Commonwealth in this initiative; local efforts are being driven by the tourism staff of the Lynchburg Regional Chamber of Commerce coordinating with the Department of Communications and Marketing and other local interests; future CMO engagement in this effort is expected to be minimal so this matter will be removed from this report.
- S.O.S. (Seek Out Savings): developed program in Fall 2002 to engage all employees in identifying potential savings City-wide; a series of meeting were held throughout the City to gather ideas from employees; approximately 400 ideas were developed and are now under review; ideas have been categorized and responsibilities assigned for those deemed worthwhile pursuing; most submissions were either just complaints or were unworkable; a number of misconceptions represented in the comments have been addressed; all submissions have been placed in a database accessible through the Intranet; the program will continue on a routine basis; an employee committee is preparing recommendations on how to appropriately recognize/reward individuals who suggest cost savings ideas that are implemented.
- Investment Management: Davenport & Company retained to create investment model based on cash flow; investment policy drafted; Investment policy adopted by Council September 25, 2001; cash flow model completed; safekeeping agreement under review by City Attorney; working to resolve differences over wording in agreement; safekeeping negotiations with Wachovia were terminated and an agreement was successfully negotiated with State Bank; will seek Council approval in September; *Council approval granted; issue closed 10/1/03.*
- Compensation Philosophy: begin work to define a written compensation philosophy for the City workforce; issue introduced to Employee Committee; Employee Committee has prepared an outline of compensation principles and goals for sharing with the entire workforce; Police Department committee working along similar lines, has identified principles and is costing out a proposal; issue will be presented to council for discussion and guidance during August retreat; *philosophy discussed with Council during retreat, final draft prepared and circulated for comment; Compensation Philosophy adopted by Council November 25, 2003; implementation will be ongoing; issue closed.*
- New Federal Courthouse: design revised and approved by HPC; federal historic review complete; close to reaching agreement on City funded site improvements; construction expected to commence in July with completion in late 2004; *agreement in place regarding city funded site improvements, construction underway; issue closed 1/1/04..*

- James River Heritage Trail: to be included in preparation of a greenway master plan—one of the top ten implementation strategies included in the draft Comprehensive Plan; consultant hired by Region 2000 Regional Commission August 2002; Region 2000 Greenways & Blueways Plan prepared and under discussion; adoption by localities anticipated in late summer; *Amherst County received a federal grant to extend the trail to Six Mile Bridge; work will include a pedestrian walkway under the Carter Glass Bridge from Percival's Island to the Amherst shore; City and other localities endorsed the Greenways & Blueways Plan; little additional involvement from City Manager's Office anticipated; issue closed 1/1/04.*
- Former Ericsson Property/ Falwell Ministries: multiple discussions and much correspondence; limited use of property allowed under current zoning; the property needs to be rezoned to accommodate the planned university and church uses; *after lengthy discussion and extensive staff and Planning Commission work, rezonings and CUP granted by Council December 16, 2003 to allow for church, K-12 school, and university activities with some commercial type activities allowed in the current building; issue closed.*
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